S. HRG. 99-46

NOMINATIONS OF HENRIETTA F. GUITON AND JOHN N. GRIESEMER

HEARING

BEFORE THE

COMMITTEE ON GOVERNMENTAL AFFAIRS UNITED STATES SENATE

NINETY-NINTH CONGRESS

FIRST SESSION

ON THE

NOMINATION OF HENRIETTA F. GUITON TO BE A COMMISSIONER OF THE POSTAL RATE COMMISSION

AND THE

NOMINATION OF JOHN N. GRIESEMER TO BE A MEMBER OF THE BOARD OF GOVERNORS OF THE U.S. POSTAL SERVICE

APRIL 3, 1985

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NOMINATIONS OF HENRIETTA F. GUITON AND JOHN N. GRIESEMER

WEDNESDAY, APRIL 3, 1985

U.S. SENATE,
COMMITTEE ON GOVERNMENTAL AFFAIRS,
Washington, DC.

The committee met, at 9:07 a.m., in room SD-342, Dirksen Senate Office Building, Hon. William V. Roth, Jr. (chairman of the committee) presiding.

Present: Senator Roth.

OPENING STATEMENT OF CHAIRMAN ROTH

Chairman ROTH. The committee will please be in order.

This morning we are holding a hearing to consider two Postal nominations. As we all know, the Post Office is one of the most important segments of the Federal Government. Millions of Americans are influenced by its operations each day. The commerce and personal affairs of our citizens depend upon the efficient and effective functioning of the Postal Service. Therefore, it is essential that the decisions affecting this vital public service are made by individuals who are particularly dedicated and able.

Under consideration for these important posts today are Henrietta (Bonnie) Guiton and John Griesemer, who have been nominated by the President, to be, respectively, a Commissioner of the Postal Rate Commission and a Governor on the Board of Governors of the U.S. Postal Service.

I would like to welcome both of you today to the committee and thank you for your cooperation with the members of the committee and the staff.

Our committee rules require that the committee conduct an inquiry into a nominee's experience, qualifications, suitability, and integrity to serve in the position for which he or she has been nominated. I will take the time to very briefly recount for the record the steps the committee has taken on these nominations prior to our hearing today.

First, the nominees have been asked for and supplied complete financial statements, and detailed information on education, employment, and professional achievements. They have also responded in writing to a number of prehearing questions. The financial statements, biographical information and prehearing question responses on each nominee are available for inspection by the public in the committee office.

In addition, biographical information and prehearing question responses for each nominee will be placed in the record as a part of this hearing.

The committee reviewed the nominees' biographical and financial information, as well as reports submitted on each nominee by the Office of Government Ethics. The General Counsels of the Postal Rate Commission and of the U.S. Postal Service also submitted opinions which were reviewed by the committee.

Following that, acting as chairman of the committee, I reviewed the FBI report prepared on each nominee. The FBI reports have also been reviewed by the ranking minority member, Senator Eagleton.

I understand that Senator Wilson had wanted to be here to introduce Ms. Guiton but, unfortunately, he had another meeting.

Ms. Guiton, will you please come forward and have a seat right there?

Ms. Guiton, we do have here the statement that has been prepared by Senator Wilson who writes very complimentary things about you and your background, and we will include that statement in the record.

[The prepared statement of Senator Wilson follows:]

PREPARED STATEMENT OF HON. PETE WILSON, U.S. SENATOR FROM THE STATE OF CALIFORNIA

Mr. Chairman, it is a pleasure to present to you a distinguished Californian for confirmation to the position of Postal Rate Commissioner. Bonnie Guiton brings to the Postal Service a valuable mix of business experience which I believe will benefit the commission with progressive management techniques and forward looking policy positions. She has already demonstrated such skills during her 4 months of service as a Commissioner-Designate.

Ms. Guiton, previously a resident of Oakland, is a graduate of Mills College and of the California State University at Hayward. She is currently a doctoral candidate in Education at the University of California at Berkeley.

Ms. Guiton has used her education to advance to her immediate-past position as Vice President and General Manager of Kaiser Aluminum and Chemical. In dispensing her responsibilities as manager of a multi-million dollar complex, she was credited with increasing productivity, reducing operating costs and improving efficiency. I know that we all appreciate the need for application of these techniques to government operations.

In addition to her professional and educational pursuits, Ms Guiton served on the Board of Directors of many civic organizations including the Oakland Convention and Visitors Bureau, the Oakland Chamber of Commerce, the City of Oakland Economic Development Advisory Committee and The United Way of the Bay Area.

Mr. Chairman, the ability of Ms. Guiton to manage these many responsibilities while being a single parent is itself testament to her strong will and capabilities. I am pleased that the President has called on her to bring her skills to government service. I look forward to her term of service on behalf of the Postal Service and its millions of patrons.

Chairman ROTH. I would also like to welcome at this time Congressman Gene Taylor who is here to introduce Mr. Griesemer. Congresman Taylor.

TESTIMONY OF HON. GENE TAYLOR, U.S. REPRESENTATIVE FROM THE STATE OF MISSOURI

Representative TAYLOR. Mr. Chairman, first of all, I want to express my appreciation to you for this opportunity of being here this morning to present John Griesemer. In presenting John Griesemer as the President's nominee to fill the vacancy on the U.S. Postal

Board of Governors, it is probably one of the most enjoyable experiences I have had since coming to the Congress.

As you know, I am the ranking minority member on the House Post Office and Civil Service Committee. We have an opportunity from time to time to work with your committee in conferences that we are engaged in.

John is not only a longtime personal friend of mine, he is also a man of unquestionable integrity, a willing participant in the affairs of his community, a sound businessman and devoted family man.

He is currently serving as the president of the Griesemer Stone Co., which is located in Springfield, MO. He serves in that same capacity with two other businesses, the General Warehouse Corp. and the Ready Mix Co. of which he is part owner also in Springfield. At the present time, he is a director of the Boatman's National Bank of Springfield, MO.

In 1974, John served as chairman of the board of National Limestone Institute and, prior to that, he was president of the Missouri Limestone Producers Association. He was involved in the Ozarks Area Boy Scouts Council, and was a member of the Highway Transportation Development Council in Missouri. In addition, he has held positions with the chamber of commerce and various trade associations. He is currently cochairman of his church's effort to build a new high school in Springfield, MO.

Mr. Chairman, I think that John Griesemer will be a dedicated and hard working member of the Board of Governors. He has already proved that during the time of his recess appointment by the President.

I think it will be most beneficial to the Nation's Postal Service to have someone on the board who represents the thinking of rural America, who at the same time will be able to reflect the views of this country's thousands of small and independent businesses to whom the Postal Service is so important.

Again, Mr. Chairman, I want to thank you for the opportunity of presenting an outstanding American to serve in this very important post, the Board of Governors of the U.S. Postal Service.

Chairman ROTH. Congressman Taylor, thank you for taking the time to come over and introduce Mr. Griesemer. I know he appreciates it and certainly we do as well. I suspect that you have other requirements on the House side, so please feel free to leave if you need to.

Representative TAYLOR. Thank you, Mr. Chairman.

Chairman ROTH. Mr. Griesemer, if you will come forward, please, and Ms. Guiton, will you please rise, too. Under our rules, we require nominees to be sworn in. Raise your right hand.

Do you solemnly swear to tell the truth, the whole truth and nothing but the truth, so help you God?

Ms. GUITON. I do.

Mr. GRIESEMER. I do.

Chairman ROTH. Please be seated. Do either of you have a prepared statement that you would like to make?

Ms. GUITON. I do not have one, but I would like to take the opportunity to thank the President for nominating me as Postal Rate Commissioner, and also to thank Senator Pete Wilson, in spite of his very busy schedule, for submitting a statement on my behalf.

Chairman ROTH. Thank you, Ms. Guiton. Mr. Griesemer, do you care to make any statement?

Mr. GRIESEMER. I have none, Mr. Chairman. Thank you.

Chairman ROTH. As I indicated earlier, members of the committee have asked substantive prehearing questions, and your responses will be placed in the record. I will not repeat those questions, but we do have a few additional ones.

Ms. Guiton, I will ask these questions first of you and Mr. Griesemer second. Is there anything you are aware of in your background which might present a conflict of interest with the duties of the office to which you have been nominated?

Ms. GUITON. No.

Chairman ROTH. Do you know of any reason, personal or otherwise, that would in any way prevent you from fully and honorably discharging the responsibilities of the office to which you have been nominated?

Ms. GUITON. No.

Chairman ROTH. If you are confirmed, do you agree without reservation to appear and testify before any duly constituted committee of the Congress?

Ms. GUITON. I do.

Chairman ROTH. Ms. Guiton, why do you feel you are qualified to be a Commissioner of the Postal Rate Commission, and what contribution do you feel you can make to the Commission?

Ms. GUITON. I believe my strong business background and service-oriented organization qualifies me for serving as Postal Rate Commissioner. I am aware of the problems involved with service organizations. I am also aware of the need to conserve costs, to provide quality service and to serve the public. So I believe that qualifies me.

My contribution, I believe, my strongest contribution will be my ability to be objective and fair in any issues that are brought before me. I have demonstrated that in the past, and I continue to bring those traits with me to the Commission.

Chairman ROTH. What would you think is the greatest challenge facing the Postal Service?

Ms. GUITON. I think the greatest challenge is one that has continued to exist through the years. I don't think it has changed. That is, to provide quality service to the customers as efficiently, effectively, and cost-effective as possible.

Chairman ROTH. What do you see as a proper relation between the Federal Rate Commission and U.S. Postal Service?

Ms. GUITON. I believe the proper relationship is one of cooperation. In my way of looking at it, I think that we are able to work

toward the same goals, and that is, as I stated before, to provide quality service in an efficient manner.

Obviously, there are some constraints within the reorganization act in terms of our legal relationship, but I believe there has to be complete cooperation in order for both of us to accomplish our goal.

Chairman ROTH. Do you see any way the Postal Rate Commission could make decisions on policy matters in a more expeditious matter?

Ms. GUITON. I did not have the opportunity to serve on the last rate case, so I have not seen the process in effect. Once I have been through the process, I think I would be better qualified to make a statement on that particular question.

Chairman ROTH. Thank you, Ms. Guiton.

Mr. Griesemer, let me ask you, is there anything that you are aware of in your background which might be a conflict of interest with the duties of the office to which you have been nominated?

Mr. GRIESEMER. No.

Chairman ROTH. Do you know of any reason, personal or otherwise, that would in any way prevent you from fully and honorably discharging the responsibilities of the office to which you have been nominated?

Mr. GRIESEMER. No, sir.

Chairman ROTH. If you are confirmed, do you agree without reservation to appear and testify before any duly constituted committee of the Congress?

Mr. GRIESEMER. Yes.

Chairman ROTH. Why do you feel you are qualified to be a member of the Board of Governors and what contribution do you think you can make to the Postal Service as a member of that board?

Mr. GRIESEMER. I think my business background gives me a different perspective possibly than some of the highly qualified people who are governmental employees in the Postal Service.

My experience in construction and warehouse building has given me some experience in the real estate field, and I have already begun working with the people in the Postal Service on that facet of their operations, and I look forward to hopefully being able to provide them some efficiencies there.

Chairman ROTH. At this time, what do you think is the greatest challenge facing the Postal Service?

Mr. GRIESEMER. At this time, the biggest problem is the public perception of delivery. While the Postal Service is making rapid strides in better delivery, more complete ontime delivery, there is still room for improvement, and I think this will be the thrust of the Board of Governors and management to increase the percentage of ontime delivery.

Chairman ROTH. What do you see as the proper relationship between the Postal Rate Commission and the U.S. Postal Service?

Mr. GRIESEMER. The Postal Rate Commission does the background study and determines the rates that should be put into effect. The Board of Governors is charged with the overall direction of the Postal Service, and it is their duty to provide the most efficient management under the rates that are set by the Postal Rate Commission.

Chairman ROTH. Do you agree with recent proposals for mass closings of small post offices?

Mr. GRIESEMER. No, sir; I do not see that would help the Postal Service in its duty to provide service to all Americans.

Chairman ROTH. Would you favor the recommendations that have been made that service be reduced from 6 days to 5?

Mr. GRIESEMER. No, sir. This has been discussed in a Board of Governors' meeting which I have attended today and probably if Saturday delivery, for example, were eliminated, it would just increase the load on Monday and, again, I don't think that this would be furthering the service of the Postal Service to the Nation as a whole.

Chairman ROTH. Do you think the Post Office should contract out more of its functions?

Mr. GRIESEMER. Probably not much more, Senator. I think that there are places where items can be contracted out. Certain management of the Postal Service is continuing to look at these and there may be areas where it would be more efficient, but I don't see it on a large scale at this time.

Chairman ROTH. Mr. Griesemer, a number of my constituents have contacted me concerning the Postal Service policy on supplying cluster boxes to trailer parks. It appears a number of trailer parks were promised cluster boxes if they would undertake the expense of providing the foundation and appropriate mounting facilities.

A number of trailer parks in the southern part of my State did go to the expense of laying foundations only to find out the Postal Service did not come through on its part of the deal and provide the boxes.

The committee is currently looking into this matter, and all I want to do at this time is to apprise you of my concern with the situation and indicate we may soon be in contact with you and other appropriate officials on this matter.

I want to thank both of you for being here today. I think the positions that you have been nominated for are critically important. As I have said many times in the past, the Postal Service, maybe with the exception of the IRS—and that is not generally favorable—is the principal contact between the people and the Federal Government. These are trying times, I know, for the Service with all the technology breakthroughs that are taking place and the competition, but it continues to have, I think, a very key role—service to our people. So I congratulate each of you for your nomination and wish you well. Thank you very much.

Ms. GUITON. Thank you, Mr. Chairman.

Mr. GRIESEMER. Thank you, Mr. Chairman.

[The biographical information and responses to prehearing questions follow:]

BIOGRAPHICAL INFORMATION AND RESPONSES TO PREHEARING QUESTIONS

HENRIETTA F. GUITON

A. BIOGRAPHICAL INFORMATION

Question. 1. Name: (Include any former names used).

Answer. Henrietta F. Guiton (Bonnie); Maiden Name: Brazelton.

Question. 2. Position to which nominated.

Answer. Nominated to the position of Commissioner Postal Rate Commission.

Question. 3. Date of nomination.

Answer. September 11, 1984.

Question. 4. Address: (List current place of residence and office addresses).

Answer. Home Address: 339 Elysian Fields Drive, Oakland, CA 94605. Office: Kaiser Center Inc., 1 Kaiser Plaza, Oakland, CA 94643.

Question. 5. Date and place of birth.

Answer. Date of Birth: October 30, 1941, Springfield, IL.

Question. 6. Marital status: (Include maiden name of wife or husband's name).

Answer. Marital Status: Divorced.

Question. 7. Names and ages of children.

Answer. Children: Nichele Monique Guiton, 14 years 11 months.

Question. 8. Education: List secondary and higher education institutions, dates attended, degree received and date degree granted.

Answer. Education: McClymonds High School (1955–59) High School diploma; Mills College (1971–74) B.S. (May 1974) degree; California State University, Hayward (1974–75) (Oct. 1975) M.S. degree; University of California, Berkeley (1975—Present) Candidate—Ed.D.

Question 9. Employment record: List all jobs held since college, including the title or description of job, name of employer, location of work, and dates of employment.

Answer.

From	To	Name of employer and supervisor	Address	Type of work
January 1980	Present	Kaiser Aluminum and Chemicals, T.F. Preece (Kaiser Center Inc.).	1 Kaiser Plaza, Oakland, CA	Vice President and General Manager (real estate).
April 1979	January 1980	Kaiser Aluminum, T.F. Preece	300 Lakeside Dr., Oakland, CA.	Administrator (manufacturing).
August 1979	April 1979	Marcus A. Foster, Educational Institute.	1212 Broadway, Oakland, CA	Executive director (nonprofit).
July 1975	August 1976	Mills College, Ms. Keller	Seminary and MacArthur, Oakland, CA.	Assistant dean (education).
September 1973.	July 1975	do	do	Student services counselor.
July 1972	September 1973.	Mills College, Dr. Tribble	do	Administrative assistant college relations.
June 1971	July 1972	do	do	Administrative assistant, minority affairs.
September 1970.	June 1971	do	do	Secretary, minority affairs.
October 1969	September 1970.	On maternity leave		
May 1969	October 1969	Mills College (Ike Tribble Jr.)	Seminary and MacArthur, Oakland, CA.	Secretary (education).
January 1969	May 1969	Western Girl, temporary services.	Oakland, CA	Clerical.
October 1968	January 1969	Maternity leave [1]		
September 1967.	October 1968	Kaiser Cement & Gypsum Co. (Mr. Loren Olson).	300 Lakeside Drive, Oakland, CA.	Clerical (traffic).
June 1967	September 1967.	I. Magnin (temporary while waiting for acceptance from Kaiser Cement).	20th and Franklin	Sales.
1966	1967	Oakland Army Terminal Freight Rate Division (D. L. Hopkins).	Oakland, CA	Traffic (Freight rate assistant).
1965	1967	Oakland Army Terminal, Freight Rate Division (Lorraine Johnson).	Oakland, CA	Traffic (clerical).
1963	1965	do	do	File clerk.
1961	1963	Oakland Army Terminal, Export Branch.	do	Manifest clerk.
1959	1961	Fort Mason Army Terminal	San Francisco	Clerk.

[1] Baby was born with multiple birth defects and died 4 days later. I was residing at 5750 Hermann Street, Oakland, CA. From 1959 to 1967 I had continuous service with the Federal Government, I do not have a record of specific dates of job changes.

Question 10. Government experience: List any advisory, consultative, honorary or other part-time service or positions with Federal, State, or local governments, other than those listed above.

Answer. None (other than as listed in question No. 9).

Question 11. Business relationships: List all positions held as an officer, director, trustee, partner, proprietor, agent, representative, or consultant of any corporation, company, firm, partnership, or other business enterprise, educational or other institution.

Answer.

Name	Type	Office held	From/to
Kaiser Center, Inc. & Kaiser Center Properties, Oakland.	Business	Vice president, general manager	Jan. 1980–84.
Oakland Convention & Visitors Civic Bureau, Oakland.	Civic	Board of directors	1979–82.
Oakland Chamber of Commerce	do	Board of directors (plus various committees).	July 8, 1981–84.
Central Business District Association of Oakland.	do	Board of directors	Aug. 20, 1981–84.
United Way of the Bay Area	Charitable	do	Nov. 1, 1981–83.
Bay Area Black United Fund	do	do	Feb. 17, 1982–84.
City of Oakland Economic Development Adv. Cmte.	Civic	Commissioner	June 15, 1982–84.
First District Agricultural	do	Board of directors	Jan. 1, 1983–84.
Peralta Community College District Foundation	Education	do	Jan. 1, 1983–84.
Northern California Conference of Christians & Jews Association Cal. State, CA.	Charitable	Board of governors	Do.
Merritt Park Corp., Oakland	Business	Chairman of board	1981–84.
Institute for Social Change, Berkeley	Civic	Executive committee	1984.

Question. 12. Memberships: List all memberships and offices held in professional, fraternal, scholarly, civic, business, charitable and other organizations.

Answer.

Name	Type	From/to	Office held
American Management Association, NY	Professional	1977–82	Member.
Oakland Symphony Orchestra Association	Cultural	1978–79	Board of directors.
Pacific Childrens Center/Pacific Child and Family Counseling Center, Oakland.	Family counseling.	1977–79	Do.
Easter Seal Society, Oakland	Charitable	1978–79	Do.
University YWCA, Berkeley	Civic	1976–77	Do.
Oakland Museum Association	Cultural	1979–80	Do.
Head-Royce School, Oakland	Educational	do	Do.
KQED Channel 9, San Francisco	Public Service	1979–81	Do.
Oakland Convention & Visitors Bureau, Oakland.	Civic	1979–82	Do.
Junior League of Oakland-East Bay, Inc.-Oakland.	do	1978–80	Community adviser, committee member.
Sickle Cell Anemia Disease	Charitable	do	Honorary board.
Pi Lambda Theta Academic Honorary Society for Educators, Berkeley, CA.	Professional	1975–84	Member.
North California NAACP Legal Defense Fund, San Francisco.	Civic	1979–84	Do.
World College West, San Francisco	Educational	1979–80	Trustees' adviser, council member.
The Oakland Athletics Baseball Co., Oakland	Civic	1981–82	Community adviser.
Oakland Chamber of Commerce	do	July 8, 1981–85	Committee member.
Central Business District Association of Oakland.	Civic	Aug. 20, 1981–84	Board of directors.
United Way of the Bay Area	Charitable	Nov. 1, 1981–83	Do.
The Management Center	do	Dec. 23, 1981	Advisory council.
Bay Area Black United Fund	do	Feb.17, 1982–84	Board of directors.

Name	Type	From/to	Office held
The Urban Land Institute	Real Estate	1982–84	Member.
City of Oakland Economic Development Advisory Committee.	Civic	June 15, 1982–84	Commissioner.
Boy Scouts of America	do	Nov. 30, 1982	Member.
First District of Agricultural	do	January 5, 1983–84	Board of directors.
Peralta Community Colleges District Foundation.	Educational	January 1, 1983–84	Do.
National Realty Committee	Professional	Mar. 3, 1983–84	Member.
Northern California Conference of Christians and Jews Association, Cal. State, CA.	Charitable	January 1, 1983–84	Board of governors.
Kaiser Development Co., Oakland		January 1983–84	
Kaiser Center, Inc., and Kaiser Center Properties, Oakland.		January 1981–84	Vice president and general manager.
Merritt Park Corp., Oakland		Janaury 1981–84	Chairman of the board.
Institute for Social Change, Berkeley		1984	Executive committee.

Question 13. Political affiliations and activities:

(a) List all offices with a political party which you have held or any public office for which you have been a candidate.

(b) List all memberships and offices held in and services rendered to all political parties or election committees during the last 10 years.

(c) Itemize all political contributions to any individual, campaign organization, political party, political action committee, or similar entity of $50 or more for the past 10 years.

Answer. (a) I've held no offices with a political party nor for any public office for which I've been a candidate.

(b) No memberships or offices held with political parties or election committees during the past 10 years. No services rendered.

(c) Political Contributions in excess of $50 during the past 10 years:

J. Alfred Smith for School Board, $70.
Kaiser Aluminum (PAC) Payroll Deduction—$120 p/yr (1983 and 1984).
Mayor Lionel Wilson (Oakland), $200.
Councilmember Marge Gibson, $150 (Gibson for Supervisor).
Assemblyman Elihu Harris, $100.
Councilmember Frank Ogawa, $125.
Councilmember Richard Spees, $150.
Councilmember Carter Gilmore, $58.
Friends of Tom Bradley, $100.
Bay Area Political Action Committee, $250.
Friends of Francis White, $100 (Peralta School Board).
Friends of Wilson Riles Jr., $50 (Oakland City Council).
Friends of Aleta Cannon, $50 (Oakland City Council).

Question 14. Honors and awards: List all scholarships, fellowships, honorary degrees, honorary society memberships, military medals and any other special recognitions for outstanding service or achievements.

Answer. Tribute to Women in International Industry (TWIN) National Board YWCA; Candace Award—National Coalition of 100 Black Women; Equal Rights Advocates—Community Service Award; McClymonds Alumni Association—Community Service Award; Phi Lamda Theda—Academic Achievement; California State University, Hayward—Dean's list; KABL Radio—Citizen of the Day; and (many other small community awards).

Question 15. Published writings: List the titles, publishers, and dates of books, articles, reports, or other published materials which you have written.

Answer. No published writings.

Question 16. Speeches: Provide the Committee with two copies of any formal speeches you have delivered during the last 5 years which you have copies of and are on topics relevant to the position for which you have been nominated.

Answer. I have made no speeches relevant to the position for which I've been nominated.

Question 17. Selection: (a) Do you know why you were chosen for this nomination by the President? (b) What do you believe in your background or employment experience affirmatively qualifies you for this particular appointment?

Answer. (a) I believe I was chosen for this nomination by the president because of my strong business background and managerial skills. I have managed a multi-mil-

lion dollar complex and over the past 5 years have managed to increase productivity, reduce cost and improve on efficiency. I would like to believe I was chosen also because of my reputation of being fair, honest, objective and hardworking.

(b) My academic training in the Liberal Arts has given me the ability to view issues in an objective and broad perspective before focusing on the more specific. This coupled with my business background and managerial skills should make me a valuable addition to the Postal Rate Commission. I am a team player and work well within complex organizations.

During my employment in Kaiser Aluminum, I've learned to balance labor relations with management concerns. I increased the profitability of Kaiser Center, Inc., and Kaiser Center Properties and at the same time maintained a high level of quality in the complex and reduced cost.

B. FUTURE EMPLOYMENT RELATIONSHIPS

Question. 1. Will you sever all connections with your present employers, business firms, business associations or business organizations if you are confirmed by the Senate?

Answer. I will sever all connections with my present employers, business firms, business associates and business organizations if I am confirmed by the Senate.

Question. 2. Do you have any plans, commitments or agreements to pursue outside employment, with or without compensation, during your service with the government? If so, explain.

Answer. I have no plans, commitments or agreements to pursue outside employment, with or without compensation during my service with the government.

Question. 3. Do you have any plans, commitments or agreements after completing government service to resume employment, affiliation or practice with your previous employer, business firm, association or organization?

Answer. I have no plans, commitments or agreements to resume employment, affiliation or practice with my previous employer, business firm, association or organization.

Question. 4. Has anybody made a commitment to employ your services in any capacity after you leave government service?

Answer. No one has made a commitment to employ my services in any capacity after I leave government service.

Question. 5. If confirmed, do you expect to serve out your full term or until the next Presidential election, whichever is applicable?

Answer. If confirmed, I expect to serve out my full term.

C. POTENTIAL CONFLICTS OF INTEREST

Question. 1. Describe all financial arrangements, deferred compensation agreements, and other continuing dealings with business associates, clients or customers.

Answer. I have no deferred compensation agreements or other continuing dealings with business associates, clients or customers.

Question. 2. Indicate any investments, obligations, liabilities, or other relationships which could involve potential conflicts of interest in the position to which you have been nomimated.

Answer. I have no investments, obligations, liabilities or other relationships which could involve potential conflicts of interest in the position to which I've been nominated.

Question. 3. Describe any business relationship, dealing or financial transaction which you have had during the last 10 years, whether for yourself, on behalf of a client, or acting as an agent, that could in any way constitute or result in a possible conflict of interest in the position to which you have been nominated.

Answer. I've had no business relationship, dealing or financial transaction during the past 10 years, either for myself or on behalf of a client, or acting as an agent, that could in any way constitute or result in a possible conflict of interest in the position to which I've been nominated.

Question. 4. Describe any activity during the 10 years in which you have engaged for the purpose of directly or indirectly influencing the passage, defeat or modification of any legislation or affecting the administration and execution of law or public policy.

Answer. I have not been involved in any activity during the last 10 years for the purpose directly or indirectly of influencing the passage, defeat or modification of any legislation or affecting the administration and execution of law or public policy.

Question. 5. Explain how you will resolve any potential conflict of interest, including any that may be disclosed by your responses to the above items. (Please provide a copy of any trust or other agreements.)

Answer. In the event of any potential conflict of interest that was not resolved in an acceptable manner, I would remove myself from the situation constituting the conflict, or from the Commission, whichever would be required.

Question. 6. Do you agree to have written opinions provided to the Committee by the General Counsel of the agency to which you are nominated and by the Attorney General's office concerning potential conflicts of interest or any other legal barriers to your serving in this position?

Answer. I agree to have written opinions provided to the Committee by the General Counsel of the agency to which I am nominated and the Attorney General's office concerning potential conflicts of interest or any legal barriers to my serving in this position.

D. LEGAL MATTERS

Question 1. Have you ever been disciplined or cited for a breach of ethics for unprofessional conduct by, or been the subject of a complaint to any court, administrative agency, professional association, disciplinary committee, or other professional group? If so, provide details.

Answer. I've never been disciplined or cited for a breach of ethics for unprofessional conduct by, or been the subject of a complaint to any court, administrative agency, professional association, disciplinary committee or other professional group.

Question 2. Have you ever been investigated, arrested, charged or held by any Federal, State, or other law enforcement authority for violation of any Federal, State, county or municipal law, regulation or ordinance, other than a minor traffic offense? If so, provide details.

Answer. I've never been investigated, arrested, charged or held by any Federal, State, or other law enforcement authority for violation of any Federal, State, county or municipal law, regulation or ordinance.

Question 3. Have you or any business of which you are or were an officer ever been involved as a party in interest in any administrative agency proceeding or civil litigation? If so, provide details.

Answer. To my knowledge, no business of which I am or was an officer has ever been involved as a party in interest in any administrative agency proceeding or civil litigation.

Question 4. Have you ever been convicted (including pleas of guilty or *nolo contendere*) of any criminal violation other than a minor traffic offense?

Answer. I've never been convicted of any civil violation other than a minor traffic offense.

Question 5. Please advise the Committee of any additional information, favorable or unfavorable, which you feel should be considered in connection with your nomination.

Answer. At this time, I cannot think of anything to advise the Committee of that hasn't been included in this document, the pre-hearing questionnaire or the other documents already submitted.

E. FINANCIAL DATA

(Retained in committee files.)

RESPONSES TO PREHEARING QUESTIONS

I. NOMINATION PROCESS AND POTENTIAL CONFLICTS

Question 1. Were any conditions expressed or implied, attached to your nomination to be a Commissioner of the Postal Rate Commission?

Answer. There were no conditions expressed or implied, attached to my nomination to be a Commissioner of the Postal Rate Commission.

Question 2. Have you made any specific commitments with respect to the basic policies and philosophy which you will follow while a Commissioner of the Postal Rate Commission? If so, please describe these commitments.

Answer. I have made no specific commitments with respect to the basic policies and philosophies which I will follow while a Commissioner of the Postal Rate Commission.

Question 3. To your knowledge, did persons representing interests subject to Postal Rate Commission regulation actively support or endorse your appointment? If so, please provide details of those activities.

Answer. To my knowledge, no persons representing interests subject to Postal Rate Commission regulation actively supported or endorsed my appointment.

Question 4. Is there any issue currently under consideration by the Postal Rate Commission, or any which may come under consideration, from which you may have to disqualify yourself? If so, please explain.

Answer. To my knowledge, there is no issue currently under consideration by the Postal Rate Commission, or any which may come under consideration, from which I may have to disqualify myself.

Question 5. Do you have any interest in any corporation, partnership, association or other entity which is a significant user of the mails or whose interest may be affected significantly by the levels of postage rates or degree of postal service?

Answer. I have no interests in any corporation, partnership, association or other entity which is a significant user of the mails or whose interest may be affected significantly by the levels of postage rates or degree of postal service.

Question 6. Since your nomination, how have you been preparing yourself for a position as a Commissioner of the Postal Rate Commission?

Answer. Since my nomination I have been following newspaper articles, and news reports as well as reading other materials I've been able to secure, regarding activity of the Commission. I have not actively involved myself in activities that would prepare me for the Commission inasmuch as I am still employed and I've been actively involved in my job. I prefer to approach the Commission in the same manner I would approach any new position, that is to understand the job but remain objective until I've had the proper orientation.

II. ROLE AND RESPONSIBILITIES OF THE POSITION TO WHICH NOMINATED

Question 1. What do you believe are the most important responsibilities of the position to which you are nominated and what challenges do you expect to face?

Answer. As I understand the Postal Rate Commission's role, the primary responsibilities are: rate changes, mail classification changes rate or service complaint cases, changes in nationwide services and closing or consolidation of post offices. It seems to me that the most important responsibility as it relates to those areas listed above is to be thorough, objective and expeditious in all reviews. The Commission also works closely and in cooperation with the Postal Service and holds public hearings to review the concerns and complaints of the general public and makes recommendations that will somehow address the concerns of all involved.

The major challenge I expect to face is balancing all of the above, especially in light of the monopolistic character of the Postal Service, particularly with first class mail.

Question 2. What contributions do you feel that you can make to the Postal Service as a Commissioner of the Postal Rate Commission?

Answer. I feel that I can make a very positive contribution to the Postal Service as a Commissioner. I have had experience in service oriented organizations and I understand the frustrations and demands placed on such an organization. I also understand and have been effective in making changes that increase productivity and lower overhead in a multi-million dollar organization. I am objective in my review of issues, I have a strong business orientation and good managerial skills.

Question 3. What organizational changes, if any, do you believe should be implemented by the Postal Rate Commission?

Answer. Presently I have no recommended organizational changes for the Postal Rate Commission. It appears that the Commission has accomplished a great deal under its present structure. It has successfully completed a $30 million rate case in the required ten months and appears to be performing its duties as assigned. If, after being a member of the Commission I recognize possible changes, I will work along with my colleagues to make positive changes.

Question 4. What improvements do you believe can be made in the operation of the Postal Rate Commission?

Answer. At this time I am not prepared to make recommendations for improvements in the operation of the Postal Rate Commission. Such recommendations, if any, would be made after I've had an opportunity to work on the Commission and review with my colleagues the present operations. I believe my strong business background and managerial skills will be beneficial to the Commission if such a review is required.

Question 5. Do you see any way that the Postal Rate Commission could make decisions on policy matters in a more expeditious manner?

Answer. My initial reaction to almost any lengthy process is that it can be expedited. My concern, however, would be to insure that we maintain effectiveness while at the same time increase efficiency and reduce cost. I'm not prepared to be more specific until I've had the opportunity to work with the process.

III. ROLE OF THE POSTAL RATE COMMISSION

Question 1. The Postal Rate Commission is an independent agency. What do you see as the proper relationship between such an agency and the President and the Congress?

Answer. The Commission sits in a judicial role in matters brought before it on mail class and postal rates. Therefore, it appears that it should not discuss those issues under consideration. However, the Commission should always be helpful in providing information and staff assistance to the President and his advisors and the legislative branch.

Question 2. How do you envision the role and functions of the Postal Rate Commission, its responsibilities to the public, and its relationship to the Postal Service?

Answer. The role of the Commission as it relates to the Postal Service and the general public is to provide an opportunity for all interested parties to express their views and positions on changes in postal rates and postal classifications. The commission must be totally objective and base its decisions on records compiled through public hearings. The Commission should cooperate with the Postal Service and any interested mailers in obtaining data so that decisions on rates can be properly based.

Question 3. Do you believe that the Postal Rate Commission should be funded directly through Congressional appropriation? If so, why? To what extent do you believe the current method of funding impairs the independence of the Postal Rate Commission?

Answer. I do not believe that the Postal Rate Commission should be funded through Congressional appropriation. I believe those who benefit should pay. So far, I've seen no evidence to suggest that the present method of funding impairs the independence of the Postal Rate Commission.

Question 4. Do you believe that the Postal Rate Commission should have final decisionmaking authority over rates and mail classification matters? What effect would such authority have on the Postal Rate Commission and the Board of Governors of the Postal Service?

Answer. At this time I'm not prepared to address the question of decisionmaking authority for the Commission. After I've had an opportunity to work with the Commission I may have some thoughts about its role in the decisionmaking process.

Question 5. What shortcomings do you see either in the law establishing the Postal Rate Commission or in the record of the Commission? How do you expect to address these problems?

Answer. Presently I see no shortcomings in the Commission or the law establishing it. However, I will study this issue after I've had an opportunity to work with the Commission. Again, I'm confident that my strong business orientation will be of benefit in working with my colleagues on this matter.

Question 6. How do you believe the public interest in maintaining current postal levels should be balanced with the costs of continuing these services?

Answer. It seems that one way to protect the public interest with balancing the cost of the current postal levels would be to insure that no service is cross subsidized by another, and that the public gets what it's willing to pay for. There may be other opportunities for balancing cost, and when I have the opportunity to work with the Commission, I'll be better prepared to address this question.

Question 7. How do you view the relationship of the Postal Rate Commission to the Board of Governors?

Answer. As I understand the process, the Commission must remain somewhat distant from the Board of Governors to insure that objective decisions are made. The Commission compiles the records in rate and class proceedings and submits recommended decisions to the Board of Governors. The Board of Governors has final decision authority within somewhat limited guidelines. The Commission should cooperate with the Board and fully explain its findings.

Question 8. Do you see the Postal Rate Commission as primarily a regulatory body or as an advisory body.

Answer. In the sense that the Commission holds public hearings giving fair and objective decisions, the role is regulatory, especially since the Postal Service is a mo-

nopoly. To the extent that the decisions are recommended to the Governing Board, the role is advisory.

Question 9. Should the Postal Rate Commission have any part in management issues of the Postal Service?

Answer. I do not believe the Postal Rate Commission should have any part in management issues of the Postal Service.

IV. POSTAL SERVICE OPERATIONS

Question 1. Do you question the need for any service currently provided by the Postal Service? If so, please explain.

Answer. Presently I do not question the need for any service currently provided by the Postal Service.

Question 2. Do you believe that the goal of the self-sustaining Postal Service is realistic? Please explain.

Answer. I believe the goal of the self-sustaining Postal Service is realistic. It has no public appropriation, services are paid for by the mailers and it appears to be working.

Question 3. Do you believe that Congress should have an increased role in decisions involving postal rates and services?

Answer. Congress has authority over the Commission and can change the authority of the Commission at any time. The present system seems to be working with the current level of involvement from the Congress, however, I'll be better prepared to address this question after working with the Commission.

Question 4. If substantial reductions in the appropriation to the Postal Service are approved, where would you look to achieve savings in postal operations? Do you favor proposals to reduce the number of days of mail delivery to five?

Answer. It is my understanding that the Postal Service receives no appropriation; therefore, a reduction would not require any curtailment of services. The Postmaster General and witnesses before the Rate Commission have said they could not deliver the current volume of mail in 5-days. If this is the case, it appears that moving to a 5-day delivery service is not a viable option. However, I will study the issue once on the Commission.

V. POSTAL REORGANIZATION

Question 1. How do you view the Postal Reorganization Act today?

Answer. I believe the Postal Reorganization Act of 1970 should continuously be reviewed and revised where appropriate. Clearly with the proliferation of new systems in mail service, increased demands by the consumer and more options available to the consumer new approaches may be warranted.

Question 2. What do you see as the strengths and weaknesses of the Postal Service as opposed to the old Post Office Department?

Answer. I have no basis for comparing the old Post Office Department and the Postal Service. I've not studied this issue but would certainly review it if I am confirmed.

Question 3. The Postal Rate Commission is a unique regulatory agency in that it does not have final decisionmaking responsibility with respect to most matters brought before it. This rests with the Board of Governors of the Postal Service. Do you believe that this arrangement should be maintained. If so, why?

Answer. I would have to answer this question by asking other questions. First, why is it that the Postal Rate Commission is so unique; why does it not have final decisionmaking responsibility with respect to most matters brought before it? Second, does the system work under this structure? If it works *efficiently* and *effectively,* don't change. If it doesn't, obviously change is needed.

Question 4. If Congress were to reexamine the role and responsibilities of the Postal Rate Commission, what changes would you recommend?

Answer. I am not prepared to answer this question since I've not worked with the Postal Rate Commission or Postal Service. It is a question I'm quite interested in reviewing after I've had the opportunity to work on the Commission.

VI. RELATIONS WITH CONGRESS

Question 1. Do you agree without reservation to appear and testify before any duly authorized committee of the Congress?

Answer. I agree without reservation to appear and testify before any duly authorized committee of Congress.

Question 2. What do you believe is the appropriate role of Congress in reviewing major changes in the service proposed by the Postal Service?

Answer. In reviewing major changes in the service proposed by the Postal Service, I believe Congress should give strong consideration to recommendations from the Postal Rate Commission and the Board of Governors. Public consideration is also critical. It is important not to disrupt those services that work well, but to revise those that do not. And, in light of the monopolistic characteristics of the Postal Service, service changes should not impose unfair competition.

Question 3. What suggestion do you have for strengthening the relationship of the Postal Rate Commission to the Congress, or do you believe that it is not necessary?

Answer. Since I have not worked with the Commission, I do not know about the actual working relationships of Congress and Postal Rate Commission.

JOHN N. GRIESEMER

A. BIOGRAPHICAL INFORMATION

Question 1. Name: (Include any former names used).

Answer. John N. Griesemer.

Question 2. Position to which nominated.

Answer. Board of Governors, U.S. Postal Service.

Question 3. Date of nomination.

Answer. September 11, 1984.

Question 4. Address: (List current place of residence and office addresses).

Answer. Residence: Route 2, Box 204B, Springfield, MO 65802. Office: Route 2, Box 52, Springfield, MO 65802.

Question 5. Date and place of birth.

Answer. November 30, 1930, Mount Vernon, MO.

Question 6. Marital status: (Include maiden name of wife or husband's name).

Answer. Kathleen Poirot Griesemer.

Question 7. Names and ages of children:

Answer. Margaret Mary Griesemer, age 22; Julia Elizabeth Griesemer, age 21; Joseph Eugene Griesemer, age 19; John Francis Griesemer, age 17; Stephen Marcel Griesemer, age 12.

Question 8. Education: List secondary and higher education institutions, dates attended, degree received and date degree granted.

Answer. University of Missouri, 1950–53, B.S. in Civil Engineering, January 1953; Southwest Missouri State University, 1948–49 before transferring to University of Missouri, Columbia; Billings High School, 1944–48, graduated May 1948.

Question 9. Employment Record: List all jobs held since college, including the title or description of job, name of employer, location of work, and dates of employment.

Answer. Griesemer Stone Co., Springfield, MO, from 1956 to date, president, vice president, and superintendent; U.S. Air Force, Nagoya, Japan, from May 1954 to May 1956, 1st Lieutenant, Eng. Officer (Officer in charge of budgeting all repair programs, 5th Air Force bases, Japan and Okinawa); Griesemer Stone Co., Springfield, MO, from 1953 to 1954, Superintendent.

Question 10. Government experience: List any advisory, consultative, honorary or other part-time service or positions with Federal, State, or local governments, other than those listed above.

Answer. None.

Question 11. Business relationships: List all positions held as an officer, director, trustee, partner, proprietor, agent, representative, or consultant of any corporation, company, firm, partnership, or other business enterprise, educational or other institution.

Answer. President, director, Griesemer Stone Co.; president, director, Joplin Stone Co.; president, director, Springfield Ready Mix Co.; president, director, General Warehouse Corporation; vice president, director, Security Terminal, Inc.; vice president, director, Mo. Commercial Transportation Co.

The six corporations listed above are all small, closely held companies. I have 50 percent or more control of each.

One-third limited partner, BGM Partnership (owns one commercial lot). Director, Boatmen's National Bank of Springfield; cotrustee, Dorsey B. Heer Trust; cotrustee, Griesemer Security Trust.

Question 12. Memberships: List all memberships and offices held in professional, fraternal, scholarly, civic, business, charitable and other organizations.

Answer. Director, Missouri Transportation & Development Council; director, Jude Ranch, Inc.; member, Hickory Hills Country Club; member, Finance Comm., Holy Trinity Catholic Church; member, Springfield, MO Chamber of Commerce (past chairman of Highway Committee); member and past president, Missouri Limestone Producers Assn.; director and past chairman of the board, Executive Committee, National Limestone Institute; cochairman, Springfield Catholic Schools Margin for Excellence Fund Campaign.

Question 13. Political affiliations and activities:

(a) List all offices with a political party which you have held or any public office for which you have been a candidate.

(b) List all memberships and offices held in and services rendered to all political parties or election committees during the last 10 years.

(c) Itemize all political contributions to any individual, campaign organization, political party, political action committee, or similar entity of $50 or more for the past 10 years.

Answer. (a) None (b) None.

(c) 1984:

John T. Pierpont for Sheriff	$100
Hancock for Lieutenant Governor	100
1983: None.	
1982:	
Friends of Kit Bond	200
Taylor for Congress	100
Donegan for Associate Circuit Judge	100
Compton for President Judge	100
Citizens for Robinette	100
Dan Bradshaw—County Judge	100
Tayor for Congress	200
Citizens for Roy Blunt	50
1981:	
Danforth for Senate Committee	500
Howard for Congressional Committee	100
Taylor for Congress	100
1980:	
Ron Ginn Campaign (sheriff)	100
Taylor for Congress	200
Bond for Governor	100
Bond for Governor	300
Citizens for Dan Bradshaw	50
McNary for Senator	50
1979:	
Friends of Kit Bond	100
Lincoln Day Dinner	50
1978:	
Missourians for Right-to-work	100
Antonio for Auditor	75
Ginn for Associate Judge	100
1977: Missouri Republican Financial Committee	100
1976:	
National Limestone Institute Legal Fund	100
Greene County Republicans	50
Springfield Area Committee for Good Government	100
Taylor for Congress	100
Danforth for Senator	100
Governors Club (Bond)	200
MoAGC PAC	100
NC PAC	100
Ron Ginn Campaign	100
Danforth Committee	100
1975:	
Governors Club (Bond)	200
Taylor Dinner	100

(c) I made the following contributions between October 4, 1984 and January 21, 1985.

Ashcroft for Governor	$100
Blunt Campaign (for Missouri secretary of state)	500
Cantrell Committee (for county commissioner)	100

Question 14. Honors and awards: List all scholarships, fellowships, honorary degrees, honorary society memberships, military medals and any other special recognitions for outstanding service or achievements.

Answer. Eagle Scout, Kappa Mu Epsilon honorary mathematics society at Southwest Missouri State University.

Question 15. Published writings: List the titles, publishers, and dates of books, articles, reports, or other published materials which you have written.

Answer. None.

Question 16. Speeches: Provide the Committee with two copies of any formal speeches you have delivered during the last 5 years which you have copies of and are on topics relevant to the position for which you have been nominated.

Answer. None.

Question 17. Selection: (a) Do you know why you were chosen for this nomination by the President?

(b) What do you believe in your background or employment experience affirmatively qualifies you for this particular appointment?

Answer. (a) My Congressman, Gene Taylor, ranking minority member of the House Post Office and Civil Service Committee, recommended me for this appointment due to his desire to have a small businessman of rural background serving on the Postal Service Board of Governors.

(b) I have been successful in business over the years, and have had varied experience working on committees and boards. My national trade association activities brought me into direct contact with Senators, Congressmen, and high level governmental officials as we worked on programs affecting the crushed stone industry. I believe my rural background (both home and business are on rural routes) gives me a perspective on the Postal Service which will be valuable to the Board of Governors where decisions will impact rural areas of service.

B. FUTURE EMPLOYMENT RELATIONSHIPS

Question 1. Will you sever all connections with your present employers, business firms, business associations or business organizations if you are confirmed by the Senate?

Answer. No.

Question 2. Do you have any plans, commitments or arrangements to pursue outside employment, with or without compensation, during your service with the government? If so, explain.

Answer. I plan to retain all present business affiliations and outside directorships.

Question 3. Do you have any plans, commitments or agreements after completing government service to resume employment, affiliation or practice with your previous employer, business firm, association or organization?

Answer. I plan to continue as outlined above.

Question 4. Has anybody made a commitment to employ your services in any capacity after you leave government service?

Answer. No.

Question 5. If confirmed, do you expect to serve out your full term or until the next Presidential election, whichever is applicable?

Answer. I do.

C. POTENTIAL CONFLICTS OF INTEREST

Question 1. Describe all financial arrangements, deferred compensation agreements, and other continuing dealings with business associates, clients or customers.

Answer. I plan to continue as an officer in all closely held companies.

Question 2. Indicate any investments, obligations, liabilities, or other relationships which could involve potential conflicts of interest in the position to which you have been nominated.

Answer. I am a cotrustee of the Dorsey B. Heer Trust. One of its holdings is Heer-Andres Investment Company. In turn, one of the buildings owned by that corporation houses a branch post office as part of the ground floor of a ten-story office building.

Question 3. Describe any business relationship, dealing or financial transaction which you have had during the last 10 years, whether for yourself, on behalf of a client, or acting as an agent, that could in any way constitute or result in a possible conflict of interest in the position to which you have been nominated.

Answer. None.

Question 4. Describe any activity during the past 10 years in which you have engaged for the purpose of directly or indirectly influencing the passage, defeat or modification of any legislation or affecting the administration and execution of law or public policy.

Answer. As Chairman of the Board of the National Limestone Institute, and as a member of its Executive Committee, I worked for changes in the Mine Safety and Health Act and on other regulatory matters affecting the stone industry at various times over the past 15 years.

Question 5. Explain how you will resolve any potential conflict of interest, including any that may be disclosed by your responses to the above items. (Please provide a copy of any trust or other agreements.)

Answer. Where there is any stock or bond holding in a trust of which I am a co-trustee, I feel I must abstain from voting if the matter in question affects the company in question in an appreciable way; that is beyond normal increased postal costs.

Question 6. Do you agree to have written opinions provided to the Committee by the General Counsel of the agency to which you are nominated and by the Attorney General's office concerning potential conflicts of interest or any other legal barriers to your serving in this position?

Answer. Yes.

D. LEGAL MATTERS

Question 1. Have you ever been disciplined or cited for a breach of ethics for unprofessional conduct by, or been the subject of a complaint to any court, administrative agency, professional association, disciplinary committee, or other professional group? If so, provide details.

Answer. No.

Question 2. Have you ever been investigated, arrested, charged or held by any Federal, State, or other law enforcement authority for violation of any Federal, State, county or municipal law, regulation or ordinance, other than a minor traffic offense? If so, provide details.

Answer. No.

Question 3. Have you or any business of which you are or were an officer ever been involved as a party in interest in any administrative agency proceeding or civil litigation? If so, provide details.

Answer. Companies in which I have controlling interest have initiated civil litigation from time to time to enforce liens on construction materials delivered to construction projects. These will average two or three per year. In the past ten years we have had one NLRB unfair labor practice claim filed against a Company, and one EEO claim filed. Both of the above were settled out of court. We have had some damage suits filed regarding warehouse claims. We lost one case some years ago, which was defended by and paid by our insurance carrier. All these are in the normal course of business.

Question 4. Have you ever been convicted (including pleas of guilty or nolo contendere) of any criminal violation other than a minor traffic offense?

I am personally now involved in a suit to enforce a mortgage note which is in arrears. I recall no other matter.

Answer. No.

Question 5. Please advise the Committee of any additional information, favorable or unfavorable, which you feel should be considered in connection with your nomination.

Answer. None I know of.

E. FINANCIAL DATA

(Retained in committee files.)

Responses to Prehearing Questions

I. NOMINATION PROCESS AND POTENTIAL CONFLICTS

Question 1. Were any conditions, expressed or implied, attached to your nomination to be a Governor of the United States Postal Service?

Answer. No.

Question 2. What commitments have you made with respect to the policies and programs you will attempt to implement as a Member of the Board of Governors?

Answer. None.

Question 3. Are there any issues involving the Postal Service from which you may have to disqualify yourself? If so, please explain.

Answer. As one of three cotrustees of the Dorsey B. Heer Trust, I have an indirect interest in the location of a branch post office in one of its buildings. I would have to abstain from voting if the Board of Governors should consider Post Office locations in Springfield, MO.

Question 4. Did you actively seek this nomination? Explain.

Answer. No.

Question 5. Why do you feel you are qualified to be a member of the Board of Governors and what contribution do you feel you can make to the Postal Service as a member of the Board?

Answer. The fact that I am from a rural background, and that my major business and home addresses are on rural routes give me a perspective somewhat different than most Governors. I believe my business experience in the rural area qualifies me to bring this facet of Postal activities on the Board.

II. RESPONSIBILITIES OF THE BOARD OF GOVERNORS

Question 1. What is your view of the role of the Board of Governors of the Postal Service? What do you believe are its most important functions and responsibilities?

Answer. I view the role of the Board of Governors as similar to that of a Board of Directors of a Corporation. Its most important responsibility is to set long-term goals and plans for the Postal Service.

Question 2. How do you view the relationship of the Board of Governors to the Postal Service and, specificially, to the Postmaster General?

Answer. The Board of Governors appoints the Postmaster General as the Chief Executive Officer and, again, acts as his Board of Directors in setting policy.

Question 3. How do you view the relationship and responsibilities of the Board of Governors to the President, the public and the Congress?

Answer. The Board of Governors is appointed by the President, approved by the Congress (Senate) and is responsible to the public for providing efficient, economical mail service.

III. POSTAL REORGANIZATION

Question 1. Various proposals have been made to increase the accountability of the Postal Service to the Congress including Presidential appointment of the Postmaster General or the Chairman of the Board of Governors. How do you feel about these proposals?

Answer. At this time, I see no reason for changing the present structure.

Question 2. The Postal Rate Commission is a unique regulatory agency in that it does not have final decision-making responsibility with respect to most matters brought before it. As you know, this responsibility rests with the Board of Governors of the Postal Service. Do you believe that this arrangement should be maintained? If so, why?

Answer. I would be reluctant to recommend any change. I feel the arrangement is working satisfactorily and should be allowed to continue.

Question 3. Would you recommend any changes in the role and responsibilities of either the Postal Rate Commission or the Board of Governors?

Answer. No.

Chairman ROTH. The committee is now recessed.

[Whereupon, at 9:25 a.m., the committee recessed to reconvene at the call of the Chair.]

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